VISION STATEMENT

"We will establish and maintain an innovative statewide 21st century information technology application that aids child welfare stakeholders in assuring the safety, permanency, and well-being of children at risk of abuse and neglect."

The agile approach to software design and development adopted in November 2015 has fundamentally changed how the Child Welfare Services New System (CWS-NS) Project, hereinafter referred to as "Project", will approach its goal of ensuring the safety, permanency and well-being of California's children. Rather than procuring a single monolithic, one-time solution, we will instead develop and integrate a suite of digital services through which we can deliver continually improving support and assistance, that will aid state and county workers to effectively engage and assist children and families.

HIGHLIGHTS

Working in partnership with the County Welfare Directors Association (CWDA), the project formerly referred to as Child Welfare Services-New System (CWS-NS) is now called Child Welfare Services-California Automated Response and Engagement System (CWS-CARES). The process to name the new system included a collaborative effort with child welfare directors and staff. Project stakeholders are confident that the new name captures what the new system will deliver to users across the state.

The project has nearly completed the migration from Pivotal Tracker, our current Agile project collaboration tool, to Jira. Jira software is an Agile project management tool that supports any agile methodology, be it scrum, Kanban or a modified approach. Using Jira will allow the project to report, plan, track, and manage all software development efforts from a single tool. This migration will allow for better graphical representations of shared workspaces, team and enterprise metrics, including more mature capabilities and more options for enterprise scaling.

On November 6, CWDS held its monthly Solution Demonstrations to provide stakeholders with an overview of our latest system developments. You can watch this Sprint Review at https://www.youtube.com/watch?v=TLWF3yFjtTo. CWDS also held its Quarterly Legislative Briefing on November 28 to provide the Legislature with the status of the CWS-NS project. The briefing materials are located at https://www.cwds.ca.gov/quarterly_stakeholder_forums

The Service Desk team contract was executed on October 31 to develop, deliver, and maintain a Service Desk Management Plan and support the day-to-day operation and management of the new Child Welfare Digital Services (CWDS) Service Desk. The team will provide service desk support services as part of the new CWDS Service Desk, including 24x7 triage serving as the initial point of contact for all CWDS incidents, problems, and events.

Event materials are posted on our Stakeholder Resources page at https://cwds.ca.gov/feed. CWDS stakeholders can follow the project's weekly progress on the blog site: https://blog.cwds.ca.gov.

KEY PROJECT MILESTONES

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Release 1 (R1)	Mar 2017	03/16/17	Completed	The project reached a major milestone on 3/16/17 with its first release for testing and technical feasibility to a small subset of county users. The Login and Search functionality was made available to the twelve core county participants.
Product Increment 2 (PI-2)	May 2017	05/2017	Completed	CWDS continues to conduct feature development planning sessions in 90-day increments. PI-2 time period covers 03/2017 - 05/2017.
Product Increment 3 (PI-3)	Aug 2017	08/23/17	Completed	CWDS continues to conduct feature development planning sessions in 90-day increments. PI-3 time period covers 06/2017 – 08/2017.

Milestone	Planned Finish Date	Actual Finish Date	Status	Notes
Procure Technology Platform 3 Contract	Oct 2017	10/24/17	Completed	The Technology Platform 3 services will provide design and development services to extend and enhance the CWS-NS application program interface (API) and provide data access services to legacy and new data stores, common business services (e.g., business rules, workflow), and information exchange interfaces to existing digital services. The contract was executed on 10/24/17.
Procure DevOps 2 - Service Desk Support Contract	Oct 2017	10/31/17	Completed	The Service Desk Support services will develop a new Service Desk support model that provides quicker response times to user problems, with clear procedures for whom to contact when a service is unavailable. The contract was executed on 10/31/17.
Product Increment 4 (PI-4)	Nov 2017	11/15/17	Completed	CWDS continues to conduct feature development planning sessions in 90-day increments. Product Increment 4 period covers September-November 2017.
Procure Technology Platform 4 Contract	Dec 2017		In Procurement	The Technology Platform 4 will provide design and development to extend and enhance the Child Welfare Services-New System (CWS-NS) Technology Platform and provide data access services to legacy and new data stores, common business services (e.g., business rules, workflow), and information exchange interfaces to customer facing digital services. The RFO was released on 8/28/17. Offers were evaluated. The contract is being routed for signature approvals.
Product Increment 5 (PI-5)	Feb 2018		In Progress	CWDS continues to conduct feature development planning sessions in 90-day increments. Product Increment 5 period covers -November 2017 – February 2018.
Procure Front-End Development Contract	Feb 2018		In Procurement	The Front-End Development will provide design and development services to support customer facing digital services. The RFO is in development. The RFO was released to the ADPQ Vendor Pool on 10/11/17. Offers are due on 12/1/17.
Procure CALS Front End Development Team Contract	Feb 2018		In Development	The Certification, Approval and Licensing Services (CALS) will provide design and development services for the CALS digital service for the CWS-NS. The RFO is in development.
Procure DevOps 3 Services Contract	Feb 2018		In Development	DevOps Engineering will provide support in the following areas: continuous integration, continuous deployment, automated testing, scripting of server configuration, and repeatable process automation. DevOps Engineering will also provide operating system administration support. The RFO is in development.
Procure Courts Processing Development Contract	Feb 2018		In Development	The Court Processing digital service will provide state and county staff with software that allows a child welfare professional to generate, complete, submit, and record a submission of the proper legal notice and court report. This information provides the court the status of the children and families served and memorializes the jurisdictional process. The RFO is in development.
Procure Data Conversion Services Contract	Feb 2018		In Development	The Data Conversion services will assist counties in the migration of production CWS/CMS data to be utilized for core product configuration and to support development of the custom services, as well as data from identified decommissioned external systems in CDSS and counties. The RFO is in development.
Procure Case Management 2 Contract Services	Mar 2018		In Development	The Case Management 2 Services will provide design and development services for the Case Management digital service for the CWS-NS. The RFO is in development.
Procure Training Delivery Services Contract	Mar 2019		In Development	The Training Delivery Services will provide training to county, State, and Tribal CWS agencies to assist them in making the transition from the current legacy CWS/CMS to the CWS-NS. The required services include providing "Train-the-Trainer" (TTT) services that will provide the knowledge necessary for county trainers to deliver training to other end users. The RFO is in development.
Procure Organizational Change Management (OCM) Services Contract	Mar 2019		In Development	The OCM Services will assist end users at the state, county, and tribal levels to make the transition from existing legacy to the new CWDS digital service environments. OCM will prepare individuals to successfully adopt and utilize changes to their system functionality and environments. The RFO is in development.
Procure Implementation Services Contract	Mar 2019		In Development	The Implementation Services will prepare counties and tribes for the rollout of Digital Services. The RFO is in development.
Procure Training Development Services Contract	Mar 2019		In Development	The Training Development Services will develop the required training materials to successfully train the county, state, and tribal CWS agencies for the transition from the current legacy CWS/CMS to the CWS-NS. The RFO is in development.

Digital Service	Progress to Date

The **Intake** digital service will provide county Child Welfare Agencies an easy to navigate and efficient way to record and access information regarding child abuse, neglect, exploitation allegations, investigative findings and outcomes.	• Completed several bug fixes for Snapshot, Hotline, and Preview:
	  o Screening Info
	  o History
	  o Allegations
	  o Cross Report
	  o Relationships
	  o Worker Safety
	  o Incident Info
	  o Race and Ethnicity
	  o Demographics
	  o Person
	  o Phone and Address
	• Completed "Error Banner" version 2 (an error message display pattern to notify the user that something went wrong).
	• Completed "Error Message"- display 404 ("web page can't be found") and 500 ("can't connect to the server").
	• Generated Redux refactor for intake screening cards and content (This work will allow the cards to be reusable components for other digital services, allow cards to work with one another, and use hotline functionality for investigations).

The **Certification, Approval and Licensing Services (CALS)** digital service will provide state and county licensing and approval staff and managers with a simple and efficient tool for facility licensing, certifying and resource family home approval.	• Participated in Solution Demo on 11/6/17. • Participated in County Outreach Meetings and TARFA Meetings in Los Angeles, West Sacramento, Orange, and Redding. • Participated in Program Increment Planning. • Completed data mapping from CWS/CMS for RFA 01A/B/C and LIC 198B. • Co-designed page side navigation for New System component library. • Delivered facility search and automated RFA01A to Preview environment. • Delivered common address component to New System component library. • Completed development of automated RFA01B and RFA01C.
The **Case Management** digital service will provide county Child Welfare Agencies a comprehensive, automated case management system that fully supports the child welfare practices and incorporates the functional requirements mandated by federal regulations.	• Completed version 1 of the family finding and emergency placement design concept validation with core counties. • Identified data elements for client profile, to be connected with the family finding and emergency placement design concept and legacy database. • Onboarded TPT 3 development team. • Completed Program Increment 5 planning with all three development teams. • Completed design and build of Case Management landing page version 1.
The **Resource Management** digital service will provide caseworkers a single, integrated database to search for goods or services that have been purchased or contracted out so clients can receive proper assistance in the most efficient and effective manner.	• Pending
The **Court Processing** digital service will enable CWDS to exchange data with court systems.	• Pending
The **Eligibility** digital service will provide an automated solution to determine Title IV-E eligibility.	• Pending
The **Financial Management** digital services will provide an automated solution necessary to ensure accurate and timely financial record and transaction authorization, processing and reconciliation.	• Pending
The **Administration** digital service addresses the overall business organizational structure, staff management, and supporting tools, including forms and reports. This service manages state and county staff work and outcome measures that support California's Child Welfare program. Counties administer their own users and roles via a super-user capability.	• Pending

TECHNICAL SERVICES UPDATE

Technical Service	Progress to Date
The **Technology Platform** digital service encompasses the delivery of system software, security, cloud-based technical infrastructure, and communications infrastructure to support all CWDS digital services. The application program interface (API) digital service will also establish development, continuous integration, and testing standards for all other digital service teams to follow.	• Added security features (XPack) to Search to support improved authorization. • Added role capability from SAF to current authorization information. • Completed SSANAME3 search key generation for Legacy updates. • Delivered a working client lookup code in the first sprint of the new Case Management platform team (TPT3). • Participated in Program Increment planning. • Delivered API to create a facility in CWS/CMS. • Delivered Attribute Based Access Control Security model for use by all teams.

STAFFING VACANCY

Current Vacancy Rate: 33 %

Current Vacancies: 42 of 127 CWS-NS positions:

Entity	Classification/Title	Date Vacant	# of Days Vacant	Efforts / Notes
OSI	Systems Software Specialist II Supervisor	04/01/16	609	Reclassifying to Sr. ISA Supervisor to Department of Finance (DOF) 11/16/17: Budgets will review updated Request for Personnel Action (RPA) package for re-class.
OSI	Staff Information Services Analyst	03/05/17	271	CWDS – Posted. Final Filing Date (FFD) 11/28/17
DSS	Associate Government Program Analyst	05/11/17	204	DSS - Screening in progress. Interviews to be scheduled.
DSS	Staff Services Manager I	06/01/17	183	DSS - Job Posted.
OSI	Data Processing Manager II	07/01/17	153	CWDS - Posted. FFD 10/6/17.
OSI	*Associate Programmer Analyst*	*07/01/17*	*153*	*Filled 11/16/17 – Harjeet Manku.*
OSI	Systems Software Specialist III (SSS III)	07/01/17	153	Reclassifying to SSS III.
OSI	Associate Information Systems Analyst	07/01/17	153	Screening applications.
OSI	Senior Information Systems Analyst	07/01/17	153	CWDS – Posted with FFD 11/16/17.
OSI	Senior Information Systems Analyst	07/01/17	153	DOF - pending approval, then to Human Resources (HR).
OSI	Staff Information Systems Analyst	07/01/17	153	CWDS - Posted. FFD 11/16/17.
OSI	Associate Information Systems Analyst	07/01/17	153	CWDS - Posted. FFD 11/16/17.
OSI	Systems Software Specialist III	07/01/17	153	Pending reposting.
OSI	Systems Software Specialist III	07/01/17	153	Interviews in progress.
OSI	Systems Software Specialist II	07/01/17	153	HR - Reviewing RPA pkg.
OSI	Associate Information Systems Analyst	07/01/17	153	Interviews in progress.
OSI	Staff Information Systems Analyst	07/01/17	153	CWDS – pending HR approval.
OSI	Senior Information Systems Analyst	07/01/17	153	No viable candidates, considering re-classifying to SSS II.
OSI	Senior Information Systems Analyst	07/01/17	153	HR - pending job posting.
OSI	Senior Information Systems Analyst	07/01/17	153	Screening applications.
OSI	Senior Information Systems Analyst	07/01/17	153	Screening applications.
OSI	System Software Specialist III Supervisor	07/01/17	153	CWDS - Re-writing Duty Statement (DS) for re-class.
OSI	System Software Specialist III	07/01/17	153	CWDS - Re-writing Duty Statement.
OSI	Senior Information Systems Analyst Supervisor	07/01/17	153	CWDS - Posted. FFD Until Filled. Interviews in progress.
OSI	*Senior Information Systems Analyst*	*07/01/17*	*153*	*Filled. Starting 12/1/17.*
OSI	Senior Information Systems Analyst	07/01/17	153	CWDS – Re-posted.
OSI	*Associate Government Program Analyst*	*07/01/17*	*153*	*Filled 11/7/17.*
OSI	Senior Information Systems Analyst	07/01/17	153	CWDS - Screening. FFD Until Filled. Interviews in progress.
OSI	Staff Information Systems Analyst	07/01/17	153	Interviews in progress.
OSI	System Software Specialist II	07/01/17	153	CWDS - Re-writing DS. Awaiting approval from DOF.
OSI	System Software Specialist II	07/01/17	153	CWDS - Re-writing DS. Awaiting approval from DOF.
OSI	Systems Software Specialist I	07/01/17	153	CWDS - Pending Hiring Manager to write DS.
OSI	Systems Software Specialist III	07/01/17	153	CWDS - RPA package in progress.
OSI	Senior Information Systems Analyst	07/01/17	153	CWDS - Pending Hiring Manager to write DS.
OSI	Data Processing Manager II	07/01/17	153	HR - Reviewing Duty Statement/RPA package.
OSI	Systems Software Specialist II Supervisor	07/01/17	153	Posted.
OSI	Systems Software Specialist I	07/01/17	153	IT - Screening in progress.
OSI	Office Technician	07/01/17	153	HR - Interviews in progress.
OSI	Staff Information Systems Analyst	07/01/17	153	CWDS - RPA package in progress.
OSI	*Senior Information Systems Analyst*	*07/01/17*	*153*	*Filled - start date 11/1/17.*
OSI	*Systems Software Specialist II*	*07/01/17*	*153*	*Filled - start date 11/1/17.*
OSI	*Systems Software Specialist II*	*07/01/17*	*153*	*Filled - start date 11/1/17.*
OSI	*Systems Software Specialist II*	*07/01/17*	*153*	*Filled - start date 11/1/17.*
OSI	*Systems Software Specialist II*	*07/01/17*	*153*	*Filled - start date 11/1/17.*
OSI	Data Processing Manager IV	08/01/17	122	CWDS - Screening candidates in progress.
OSI	Senior Information Systems Analyst	08/31/17	92	CWDS - Posted to ECOS. FFD 10/13/17.

QUESTIONS? comms@cwds.ca.gov

Entity	Classification/Title	Date Vacant	# of Days Vacant	Efforts / Notes
OSI	Staff Information Systems Analyst	10/01/17	61	CWDS - Pending HR feedback on rewrite of DS.
OSI	Associate Information Systems Analyst	10/01/17	61	CWDS - Pending Hiring Manager to write DS.
OSI	Systems Software Specialist II	10/01/17	61	CWDS - Pending Hiring Manager to write DS.
OSI	Staff Information Systems Analyst	10/01/17	61	CWDS - Posted. FFD 10/19/17.

R I S K S

For this reporting period, there are currently eight (8) high priority risks to report.

Risk	Impact	Response Plan
As a result of the Agile development approach, business flows have been interrupted and require data to be entered into two systems. This interruption promotes the potential for imposing barriers to accessing and recording comprehensive data.	The bifurcation of data entry between CWS-NS and CWS/CMS presents challenges to county processes designed to ensure high practice standards. 1. Business documentation critical to child welfare practice must encompass feature sets that reside entirely in one system in order to eliminate the need to modify business processes to accommodate parallel systems. 2. Requiring social workers to toggle back and forth and sign on and potentially re-sign on to each system. 3. Challenges to data quality as it increases the possibility for data entry errors resulting in data loss and/or incomplete processes. 4. User will not be able to access or enter critical information.	Service Managers need to ensure that the MVP includes logical break points that do not split feature sets and allows a complete process to reside in one system. We recommend we mitigate the risk by doing the following: 1. Each feature set is not split and remains intact in one single system. 2. Service Managers are to ensure that the MVP includes logical break points that do not split feature sets. 3. Providing the functionality within a feature set to allow a social worker to complete an entire workflow within one system to eliminate data integrity concerns. 4. Therefore, it is imperative that feature sets are not split and remain intact in one single system. 5. Improve feedback from core counties. Short term: using current stakeholder feedback process. Long term: Incorporate feedback through future service desk.
Information Security Risks are not managed through the formal Risk Management process. Due to the sensitivity of the potential security risks and in accordance to policy, they must be managed in a separate governance forum to reduce external threats	Risks that deal with information security vulnerabilities are not being managed through a project process.	1. Implement an Information Security Risk Management process compliant with SAM and the SLAA 2. Establish a governance body to direct the development of state entity specific information security plans, policies, standards, and other authoritative documents; (1) develop and track key performance indicators; and (2) develop and disseminate security and privacy metrics and risk information 3. Establish a documented security authorization method that tracks official management decisions authorizing acceptance of risks based on implementation of agreed-upon information security measures. 4. Establish an entity-wide information security risk management strategy which includes a clear expression of risk tolerance for the organization, acceptable risk assessment methodologies, risk mitigation strategies, and a process for consistently evaluating risk across the organization 5. • Ensure the plan is approved and disseminated
The project lacks a product roadmap that depicts expected program increment (PI) dates and planned release scope, hindering the ability to measure success against customer value goals and communicating with stakeholders about upcoming delivery.	Without knowledge of the shared vision for the product roadmap, the Digital Services teams may not be in concert on priorities and instead concentrate work on features locally important to their goals. Stakeholders are unaware of future release planning and are not able to proactively take steps to prepare staff and business processes for new functionality.	1. Work with Stakeholders and digital service teams to develop roadmap of planned delivery of functionality for all critical CWS modules (in process). 2. Hold a 1.5-day session held with digital service teams to build the roadmap. Product Owners need to be led through the roadmap process to contribute consistently. 3. Develop a shared vision of the CWS-NS. 4. Develop customer value goals. 5. Share roadmap with stakeholders and project staff.
Lack of functionality in the prescribed tool Secure Access Framework (SAF) to provide authentication and lack of support team may impact the schedule and security of the CWS-NS system. The current SAF system does not have the functionality that the project needs.	The project may be out of sync with the schedule, security and support as: 1. The project depends on the development of new functionality with SAF and testing. 2. The project depends and relies on the security of the SAF system as any vulnerability and breach can compromise the system. 3. The project depends on SAF for post-implementation support.	1. (Completed) Build a prototype to identify if SAF will work. 2. (Completed) Resolve any functionality issues identified. 3. (In Process) Resolve any infrastructure issues and redefine a new support model with CDSS.

Risk	Impact	Response Plan
Project staff regularly use external services and storage to collaborate with county users and external stakeholders. The current technology infrastructure is not adequate to meet staff needs to collaborate with external project stakeholders.	1. Information that is vital to the project is being stored on, and managed from, commercial services that are not owned or visible to State administrators 2. Project and staff waste time and money devising workarounds to lack of necessary technology support from project or OSI in order to achieve their business objectives. 3. Finding information across the variety of repositories is difficult, which could lead to re-work, missed opportunities, or decisions made with bad/incomplete data	Alternative, approved options are available to be explored including: 1. Outlook Groups (a.k.a. O365 Teams) - Can have different security settings, and are isolated from OSI and official project SharePoint 2. Atlassian Confluence - The project has 500 licenses for this collaboration service, similar to SharePoint 3. O365 offers "Visio Online" service, which allows diagrams to be worked on collaboratively, which could reduce the need for external tools and services. Can also be used with Outlook groups to share diagrams outside of the organization. 4. Google Drive and Dropbox have a free service tier that many people already use personally, and have a very low barrier to entry and a high value proposition. Staff have already been using these services in unofficial capacity, and will continue to use them unless given a comparable and approved alternative.
The absence of a strategy for document management with respect to forms, documents, and templates may create issues for each Digital service to manage. Without a documented strategy, teams will not be able to deliver the MVPs in the roadmap timely.	Each Digital Service will be designing forms, templates and have a need for document management. Users of CWS-NS need access to all information available to make informed decisions at any given point in time. Documents that are contained in paper format, in unstructured digital form or in external systems are not available for point in time decision making. Many of our partners such as behavioral health, probation, courts, attorneys and others also need to exchange and access documents.	1. Develop a document roadmap to determine what needs done consistency across the organization. 2. At the earliest point possible, plan, design or procure an integrated document management system/electronic content management system that is integrated with the CWS-NS applications functionality. 3. This action should include the proper categorization of documents by type and any appropriate workflow as defined by the digital service. The functionality of this sub-system has a direct correlation to the applications functionality. 4. The business processes should also include the scan points (front and back end) and a migration path for active and closed cases/charts. 5. The conversion of external systems that also contain these document types needs to be mapped and a mechanism needs to define to provide access to the existing CWS/CMS documents and/or to convert them to the new subsystem.
The Dev/Ops team has not been able to fill two open engineer positions for several months. Since all engineers are contractors, there is a very real chance that essential knowledge will leave the organization when their contracts end.	The hiring expectation is that these positions need to be filled by people with actual experience doing continuous delivery and continuous integration (CI/CD) as well as experience building and maintaining technology infrastructure hosted in a cloud environment (IaaS). Delay in getting Dev/Ops tasks completed, lost opportunities for cross-training staff in a highly technical skillset, and loss of key institutional knowledge due to contractor turnover and eventual contract end.	1. Increase hiring outreach for DevOps engineer positions. 2. Modify duty statements to allow for entry-level hiring. 3. Add three SSS I (entry level) positions in lieu of the single SSS II position, and divide the work. Replace one of the SSS I positions with a SSS II position next year to provide career growth opportunity for trainees.
CWS-NS operates in a 24X7 environment. Current staffing levels at CDSS for the identity management system SAF are not adequate to support the operational needs. Account related issues cannot be resolved between COB M-F or during the weekends.	Users with unresolved login issues will not be able to perform their duties using the CWS-NS application.	1. Create an SLA with CDSS for support of CWS-NS that meets our 24 X 7 operational needs. 2. If CDSS cannot satisfy our operational needs then we should migrate to another identity management system.

ISSUES

For this reporting period, there are currently four (4) high priority issues being tracked and managed on the project.

Issue	Impact	Next Steps
The unknown Minimum Viable Product (MVP) release dates may limit the ability of the organizations to prepare for the new functionality from an OCM, training and implementation readiness perspective or delay their use altogether. This could cause a delay of Go Live.	Organizations may not have time to prepare for or execute OCM, training, and implementation activities. This may result in an organization delaying the use of functionality if they are not prepared. This may also cause more organizations to stack within a given timeframe, limiting the implementation team's ability to support the organizations while they transition from CWS/CMS to the Intake Digital Service.	1. Digital Service Teams establish dates for delivery of any feature that will be promoted to the Production environment. 2. Implementation changes the model of delivering implementation services (contract modification) 3. Delay start of implementation services until a DS team has a fully developed MVP identified as ready to promote to the Production environment. 4. Implementation contract terms and conditions are updated to reflect the project's change in strategy.

Issue	Impact	Next Steps
CWS-NS Implementation Advance Planning Document (IAPD) does not describe a Comprehensive Child Welfare Information System (CCWIS) compliant Title IV-E Eligibility determination process.	If the State chooses not to describe or become CCWIS compliant, the CWS-NS Project will receive a reduced level of Federal funding as a non-CCWIS project.	The State is taking the following steps with the intent to become CCWIS compliant: 1. Formed a state/county workgroup comprised of CWS-NS project team members, Office of Systems (OSI) Consortium Management Unit (CMU), Leader Replacement System (LRS), Consortium IV (C-IV), California Work Opportunity and Responsibility to Kids Information Network (CalWIN), and affected counties. 2. A project charter document has been developed which outlines the plan for development and implementation of a single, statewide foster care eligibility determination (FCED) service, to be consumed by all public workers performing foster care eligibility determinations. It was reviewed by key stakeholders, and approved by CWDS, County Welfare Directors Association (CWDA), and leaders of the consortia operating automated welfare systems. 3. The state has engaged the federal Administration for Children, Youth and Families regarding the FCED proposal; this engagement is expected to culminate in a plan that is eligible for federal approval and investment in federal fiscal year 2018.
Based on current resource availability and delays in recruiting for new staff, PMO has limited capacity for strategic user stories and must focus instead on the day-to-day tactical user stories needed for basic administration and support.	There are 34 points associated with the basic recurring support user stories in the PMO. With current capacity reduced and team strength at 40 percent, the PMO is unable to plan for more stories. Until capacity increases, the PMO must focus on the day-to-day tactical work and not bring in stories that are of strategic or proactive significance. Potential strategic stories may include: • Analysis of cross-team dependencies, issues, impediments or blockers. • Management of the Product Roadmap. • Integration of PMO staff into each digital service team. • Increased PMO presence in the Checks and Balances Team. • Training on revised project management plans, processes and procedures.	1. Continuing with sprint 44 and beyond, keep team strength at 40% until capacity and resource availability changes. 2. Keep track of needed strategic user stories in the icebox and when capacity changes, have the service manager prioritize them and bring into sprint planning. 3. Seek qualified staff in other service teams that may be able to help with allocation of time in the PMO.
Security team staffing is insufficient to meet the work effort assigned to the team. As a result of lack of resources, technical debt is accumulating. In addition, the resources assigned to Security are lower classifications than asked.	Requested security resource levels in the BCP were not approved. Without additional security resources, a high volume of technical debt is expected, non-critical security tasks will be deferred, and critical security tasks may not be completed in expected timeframes, thereby putting the project at risk. Even if we extend offers and hire staff, the delay in getting the staff able to perform the work may be measured in several weeks to months from hire date. Without the right skill set of security resources, training ramp up is high, quality may be impacted and some work may be delayed.	1. Look at the work backlog and determine what resources we need to get the work done and what skill sets are needed. Evaluate if we can change the classification of the resources allocated to get the right skill set. If not, escalate to the ELT with impact description. 2. Extend offers and hire staff. 3. Conduct a skills assessment of the new staff once they are on-boarded. 4. Conduct a gaps analysis of the expected skill sets versus results of skills assessment. 5. Develop a training plan to address skill set gaps and execute against it.

BUDGET/EXPENDITURES
AS OF 11/21/2017

2017-18 CWS-NS Budget/Expenditure Report Summary

OSI Spending Authority Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures
Personnel Services	11,883,786	2,368,234	8,556,220
Other OE&E	3,046,722	151,626	2,895,096
Data Center Services	400,000	103,267	296,733
Facilities	1,421,345	259,224	1,162,121
Contract Services	65,295,891	7,152,538	52,247,527
Hardware & Software	4,116,197	509,695	3,606,502
Enterprise Services	4,191,896	139,242	4,052,654
OSI Spending Authority Total	**90,355,837**	**10,683,826**	**72,816,853**

CDSS Local Assistance Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures
Contract Services	2,584,820	291,399	-
Other OE&E	15,234,312	-	7,651,757
County Participation Costs	68,338,542	-	41,399,289
CDSS Local Assistance Total	**86,157,674**	**291,399**	**49,051,046**

CDSS State Operations Budget Item	2017-18 Budget	Actual Expenditures	Projected Expenditures
Personnel Services	1,930,359	-	1,930,359
Facilities	568,000	-	-
Other OE&E	224,497	-	224,497
CDSS State Operations Total	**2,722,856**	**-**	**2,154,856**

| **CWS-NS Project Total** | **179,236,367** | **10,975,225** | **124,022,755** |